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ATTACHMENT A

CT TASK FORCE RESEARCH REPORTS ISSUED DURING
THE MOST RECENT REPORTING PERIOD

A Study of the Relative Effectiveness of the California Psychological Inventory, the Thurstone Temperament Schedule, and the Work Attitudes Inventory at Predicting Supervisors' Ratings of Performance and Potential of Career Trainees
November, 1968

Comparisons of Intellectual Abilities of Career Trainees Who Left the Agency with Those Who Remained December, 1968

Discussion of Finding of No Relationships Between Support Services Course Training Evaluations and Ratings of Job Performance and Potential December, 1968

Job-Related Attitudes of New CIA Employees, Part II: Government-Wide and Intra-Agency Comparisons February, 1969*

*This is one of six reports prepared by PSS/OMS at the request of the I.G. on the attitudes of young CIA professionals. Included in the survey were
[] recent CTs.

A Comparison of Internal and External Career Trainees on PATB Test Scores and Supervisors' Ratings of Current Performance and Future Potential June, 1969

Survey of Job-Related Attitudes of DDP-Bound Career Trainees
June, 1969

Relationships Between Fitness Report Ratings and Experimental Ratings of Job Performance and Potential July, 1969

A Comparison of Career Trainees and Other Agency Professionals on Psychological Test Scores and Supervisory Ratings of Job Performance and Potential September, 1969

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ATTACHMENT B

OUTLINE OF CT SYSTEMS STUDY PERIODIC PROGRESS REPORT
September 1969

Introductory Remarks: Overview of Six Areas of Recent Research Activity

- I. Comparison of Groups of Agency Professional Applicants and CT Employees on Psychological Test Characteristics
 - A. Agency Professional Applicants (FY68) vs. CT Hires (FY69)
 - B. Early CTs (FY63-67) vs. Recent CTs (FY69)

II. Comparison of CTs and Other Agency Professionals on PATB and Ratings of Job Performance and Potential

III. Comparison of Fitness Report Ratings of Performance and Experimental (Manpower) Ratings of Performance

IV. Comparison of Internal and External CTs on PATB and On-the-Job Ratings

V. Attitude Studies Involving CTs

- A. Audit of Job-Related Attitudes of ☐ CS-Bound CTs
- B. Comparison among Agency CTs, Non-CTs, and Government-Wide Sample on Expressed Satisfaction on 15 Job Dimensions

25X1

25X1 VI. Longitudinal Study of ☐ Early CS CTs

- A. Exploratory Research on Possible Early Identification of Talented Performers
- B. Exploratory Research on Correspondence between Performance and Reward Systems

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SECTION A

COMPARISON OF GROUPS OF AGENCY PROFESSIONAL APPLICANTS
AND CAREER TRAINEES ON TESTS OF INTELLECTUAL ABILITY
AND WORK ATTITUDES

OVERVIEW

- Figure 1: Agency Applicants (FY68) vs. Recent
CTs (FY69) on Tests of Intellectual
Ability
- Figure 2: Agency Applicants vs. Recent CTs on
Work Attitudes Scales
- Figure 3: Early CTs (FY63-67) vs. Recent CTs
(FY69) on Tests of Intellectual Ability
- Figure 4: Early CTs vs. Recent CTs on Work
Attitudes Scales

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OVERVIEW

25X1
25X1
Selected psychological test characteristics of a random sample of [] FY68 professional applicants were compared with those of [] FY69 Career Trainees. On eight measures of intellectual abilities, the CT group is superior to the applicant group; all but one of the differences are statistically significant. The exception is on a measure of ideational fluency, a test of intellectual ability only in a marginal sense. (Figure 1). In the area of work attitudes, CTs express very slightly more willingness than the applicant group to accept a wide variety of job conditions and demands, particularly ones associated with operational aspects of the intelligence profession. The differences are statistically significant in only four of 14 comparisons and do not constitute a practical basis for differentiating between the groups. (Figure 2).

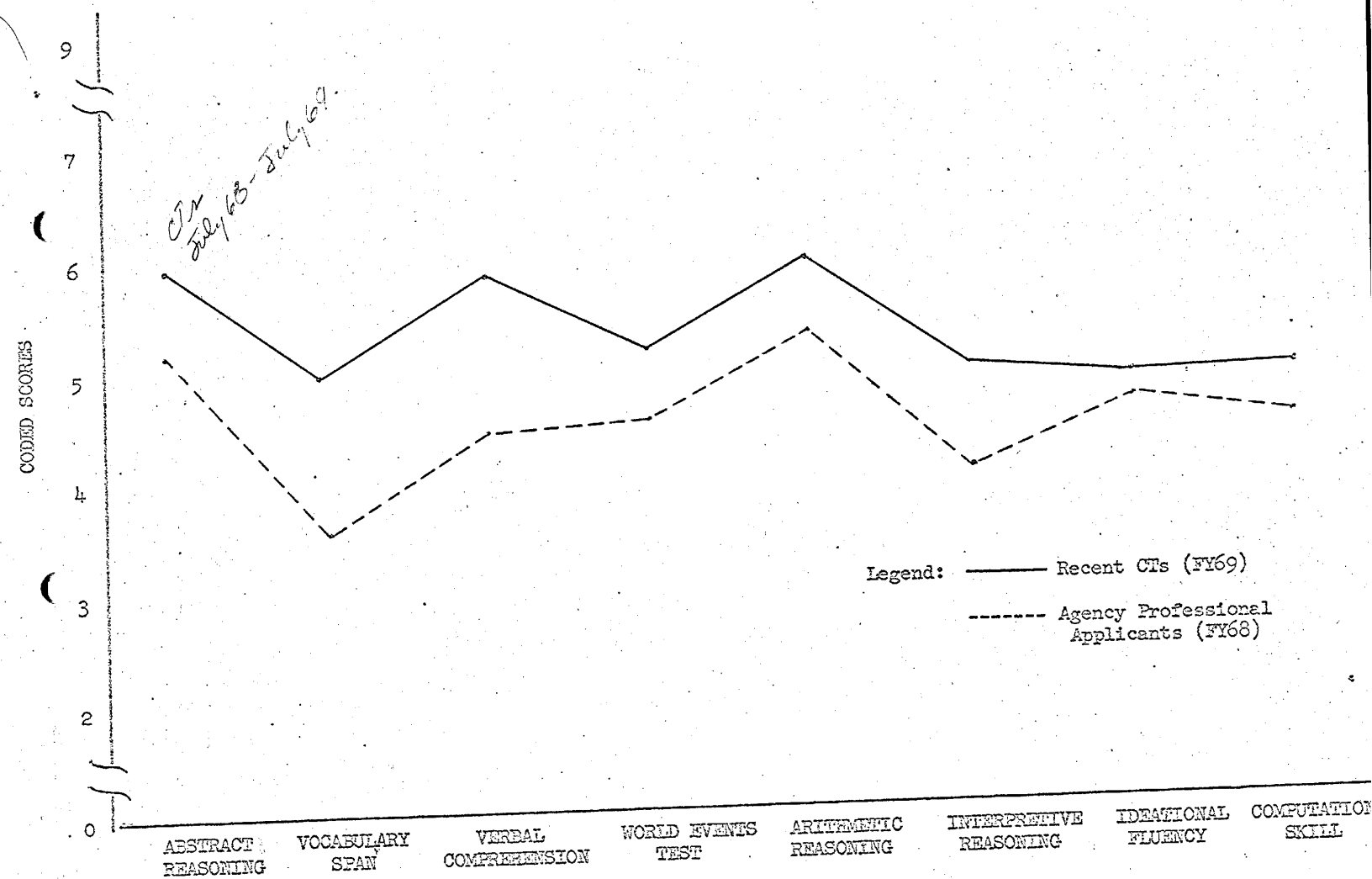
25X1
The question of possible changes in the intellectual caliber and adaptability of recent CTs prompted comparisons between the [] FY69 CTs and [] CTs who had EODed during FY63-67. It was found that the recent group scored, on the average, slightly higher than the earlier group on seven of eight measures of intellectual ability. Half of these differences were statistically reliable. (Figure 3). Virtually identical average profiles were found on measures of work attitudes, indicating no systematic group changes in expressed adaptability and motivation to secure an Agency career. (Figure 4).

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PERFORMANCE ON TESTS OF INTELLECTUAL ABILITY



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WORK ATTITUDE PROFILES

EXPRESSED PREFERENCE
FOR WORK ENTAILING:

TRAINING
AND STUDY

PHYSICAL
HAZARDS

JUDGING AND
MANIPULATING PEOPLE

DISCOMFORTS
AND ANNOYANCES

LACK OF REWARD
AND RECOGNITION

SOCIAL
RESPONSIBILITY

MECHANICAL
PERFORMANCES

SUPERVISORY
RESPONSIBILITY

PHYSICAL
DEMANDS

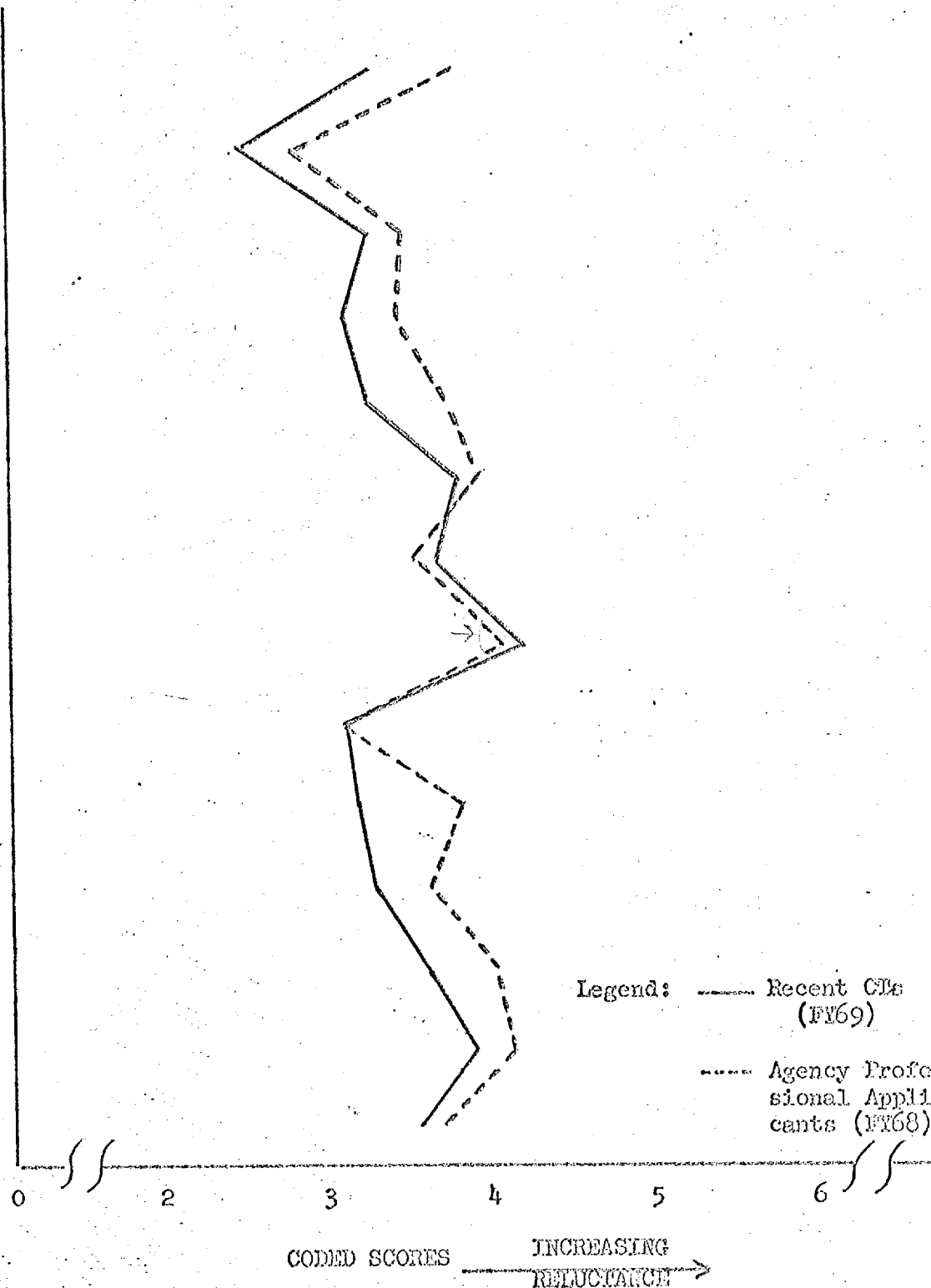
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SOCIAL
DEPRIVATION

COLLABORATION
WITH UNDESIRABLES

BEING
RESOURCEFUL

IRREGULAR
WORKING CONDITIONS



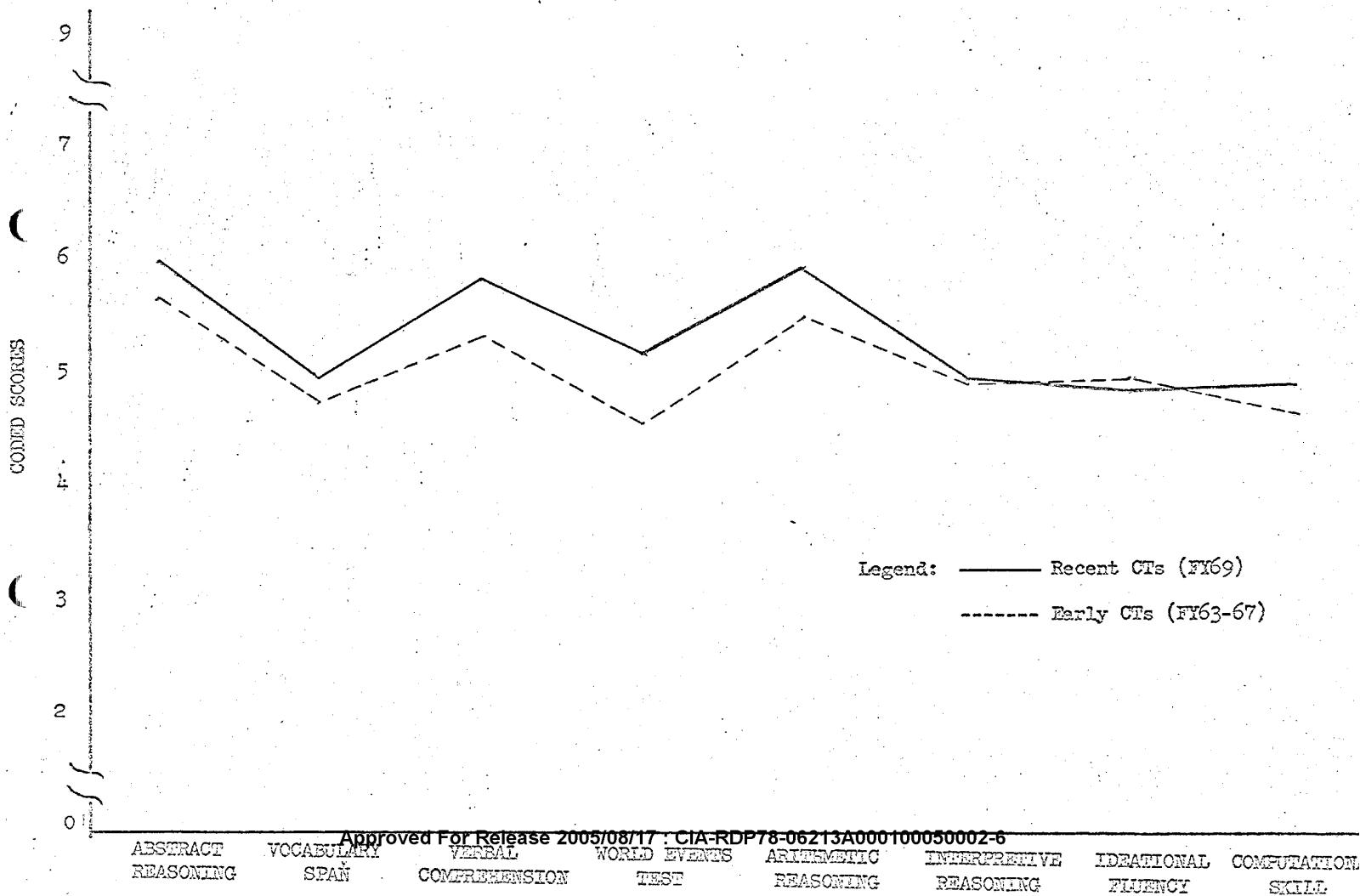
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Figure 3

PERFORMANCE ON TESTS OF INTELLECTUAL ABILITY



Legend: — Recent CTs (FY69)
----- Early CTs (FY63-67)

Figure 4

WORK ATTITUDE PROFILES

EXPRESSED PREFERENCE
FOR WORK ENTAILING:

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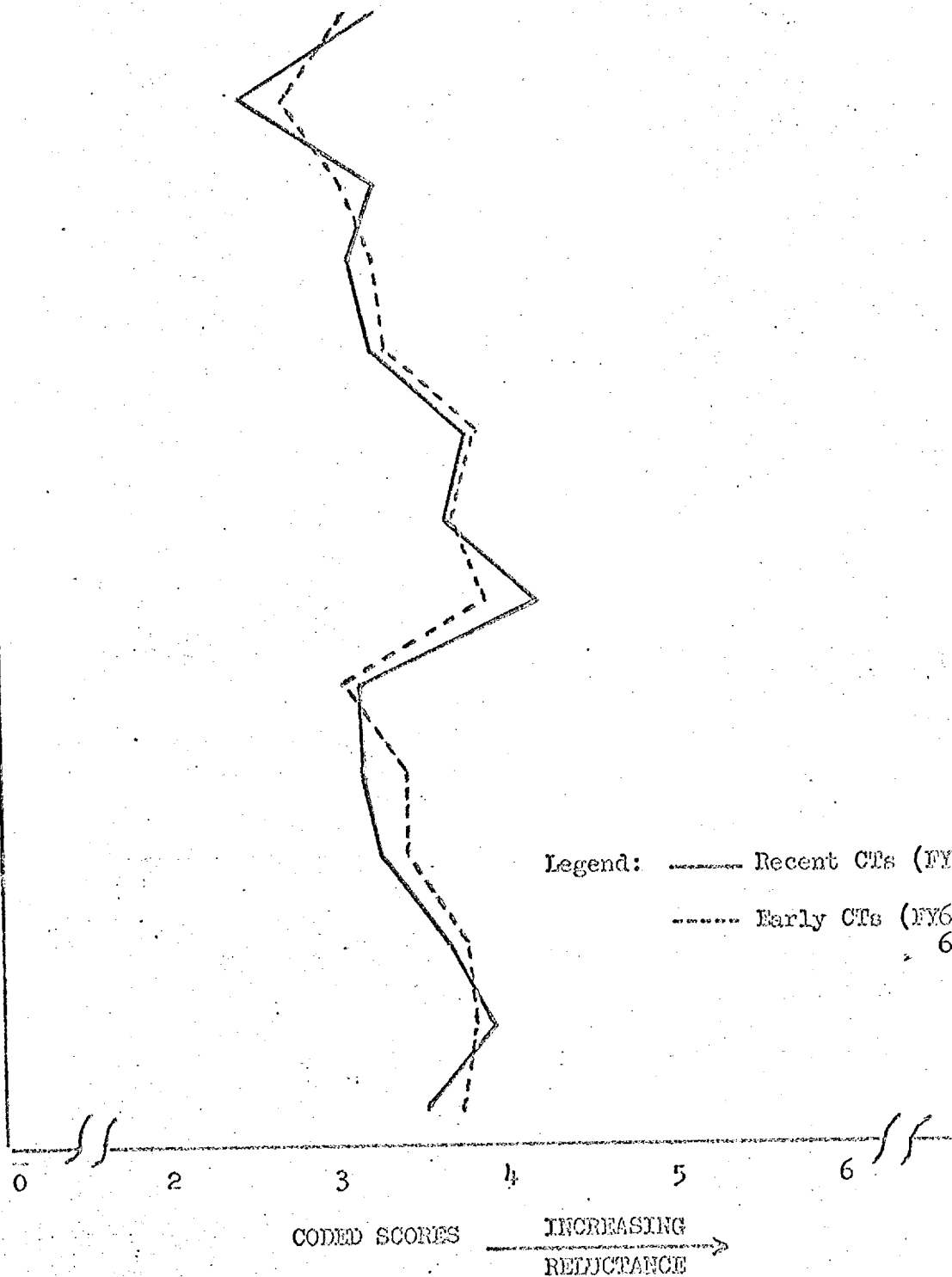
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SECTION B

COMPARISON OF CAREER TRAINEES AND OTHER AGENCY PROFESSIONALS
(NON-CTs) ON PSYCHOLOGICAL TEST SCORES AND SUPERVISORY RATINGS
OF JOB PERFORMANCE

OVERVIEW

- Figure 1: CTs (FY63-67) vs. Non-CTs (FY63-67)
on Tests of Intellectual Ability
- Figure 2: CTs vs. Non-CTs on Work Attitudes
Scales
- Figure 3: Comparison of CTs and Non-CTs on
Supervisory Ratings of Advancement
Potential
- Table 1 : Relationship between Advancement
Potential and Job Performance for
CTs and Non-CTs

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OVERVIEW

25X1 Comparisons between CTs and other Agency professionals (non-CTs) on psychological tests and supervisory job ratings were made. [] male CTs and [] non-CTs in professional level jobs who EODed during FY63-67 constituted the groups studied. 25X1

On all measures of intellectual abilities, the CTs are clearly superior in average performance to the non-CTs. (Figure 1). Differences between the two groups on tested Work Preferences-Attitudes clearly indicate that CTs were more eager to accept the wide variety of job duties, demands, and conditions found in the Agency. (Figure 2). In the personality-temperament area, CTs obtained scores suggesting they are, on the average, more energetic, outgoing, and especially more socially assertive than non-CTs. In regard to measures of vocational interests, CTs compared to non-CTs seemed to have more developed and pronounced interests in social service/administrative sorts of vocations. They also seem to have stronger interests in the verbal persuasive and in the verbal creative areas. Finally, CTs have interests more like those of Intelligence Officers--both in operations and analyst positions--than do the non-CT professionals.

On supervisory ratings of actual job performance, CTs and non-CTs received essentially the same distribution of ratings. Moreover, on a scale designed to measure overall job potential--defined as the potential for making significant contributions to the Agency in the future--no differences were found. However, on two scales requiring supervisors to estimate an employee's advancement potential, striking differences between CTs and non-CTs occurred. (Figure 3). CTs are far more likely to be seen as having the potential to make Senior Level (GS-15) and Supergrade in the Agency. It was suggested that the advancement potential ratings of the strongest and weakest performers are made relatively independently of their status as CTs or non-CTs. It is in the middle range of performance, where most employees fall, that having CT status seems to have its greatest effect on supervisory ratings. (Table 1).

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Figure 1

PERFORMANCE ON TESTS OF INTELLECTUAL ABILITY

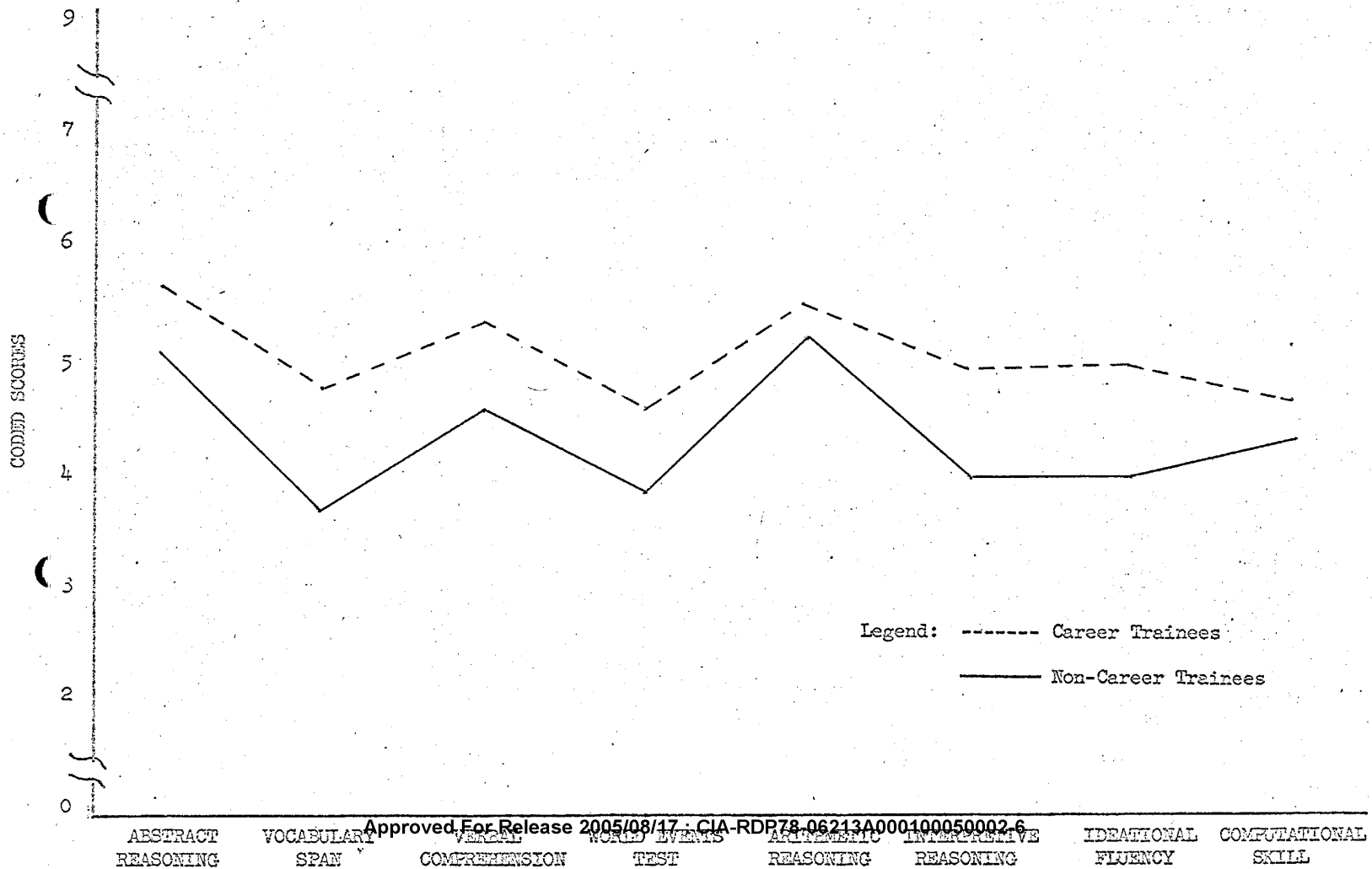


Figure 2

WORK ATTITUDE PROFILES

EXPRESSED PREFERENCE
FOR WORK ENTAILING:

TRAINING
AND STUDY

PHYSICAL
HAZARDS

JUDGING AND
MANIPULATING PEOPLE

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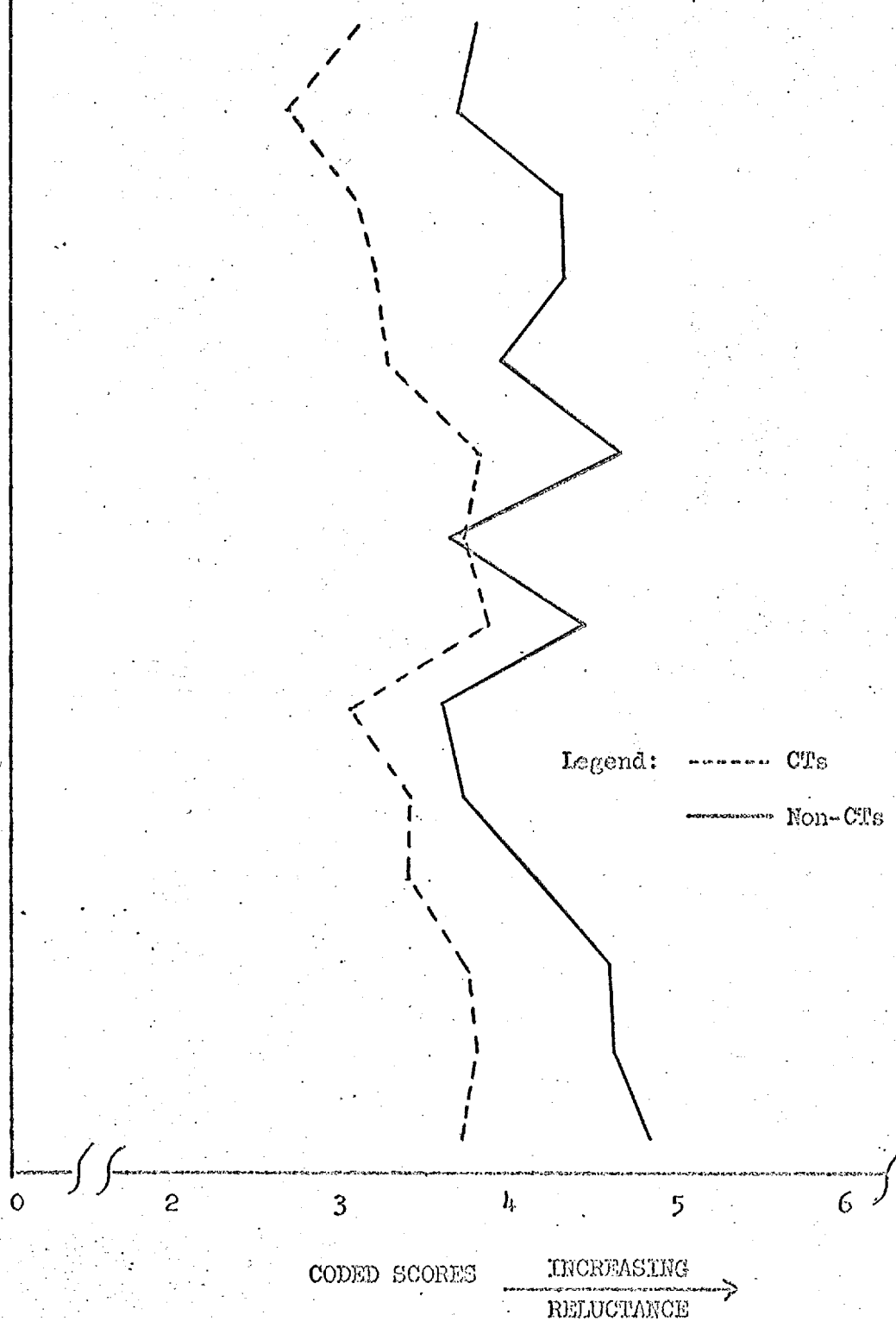
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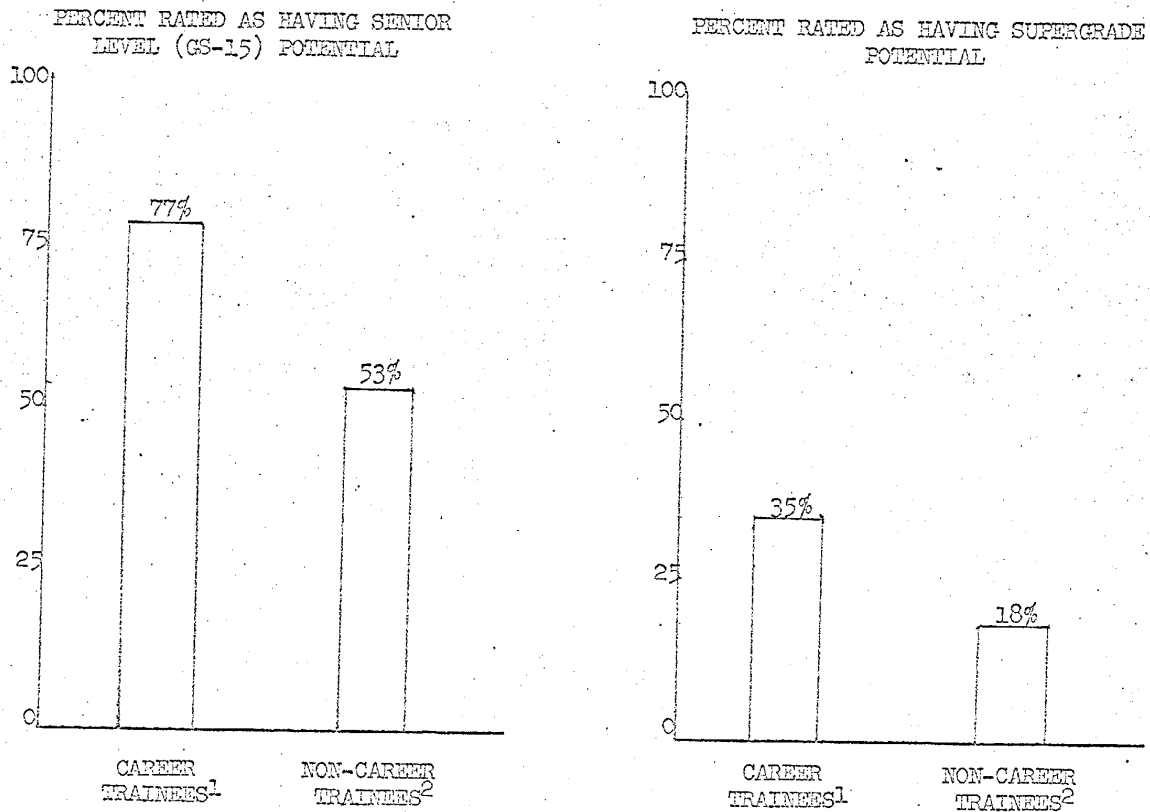
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Figure 3

COMPARISON OF CAREER TRAINEES AND NON-CAREER TRAINEES ON
SUPERVISORY RATINGS OF ADVANCEMENT POTENTIAL



¹Based on ☐ male CTs who EODed FY1963-67

²Based on ☐ male non-CTs who EODed FY1963-67

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Table 1.

ADVANCEMENT POTENTIAL AS A FUNCTION OF PERFORMANCERATED SENIOR LEVEL (GS-15) POTENTIAL

PERFORMANCE CATEGORY	CT	NON-CT	Difference (CT - NON-CT)
OUTSTANDING; BETWEEN STRONG AND OUTSTANDING	98%	90%	8%
STRONG	93%	67%	26%
BETWEEN STRONG AND PROFICIENT	74%	30%	44%
PROFICIENT; ADEQUATE; WEAK	36%	9%	27%
OVERALL	<u>77%</u>	<u>50%</u>	<u>27%</u>

RATED SUPERGRADE POTENTIAL

PERFORMANCE CATEGORY	CT	NON-CT	Difference (CT - NON-CT)
OUTSTANDING; BETWEEN STRONG AND OUTSTANDING	71%	56%	15%
STRONG	51%	19%	32%
BETWEEN STRONG AND PROFICIENT	15%	3%	12%
PROFICIENT; ADEQUATE; WEAK	7%	1%	6%
OVERALL	<u>35%</u>	<u>18%</u>	<u>17%</u>

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SECTION C

RELATIONSHIPS BETWEEN FITNESS REPORT RATINGS AND EXPERIMENTAL
(MANPOWER) RATINGS OF JOB PERFORMANCE

OVERVIEW

Table 1 : Comparison of Manpower and Fitness
Report Ratings of Job Performance

Figure 1: Distribution of Manpower and Fitness
Report Ratings of Job Performance

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OVERVIEW

25X1 Fitness Report Ratings of performance were compared with specially devised ratings of job performance and potential gathered by the Committee on Professional Manpower. A group of ☐ Agency Professionals (roughly half CTs and half non-CTs) was studied. Moderate-sized relationships were found between the two systems of performance evaluation. (Table 1). The size of these relationships was approximately the same for both CTs and non-CTs.

Despite the fact that the Manpower Ratings were not shown to the persons who were rated, while the Fitness Report Ratings were shown, it was found that the average level of the Manpower Ratings of Overall Performance was essentially the same as the average level of the Fitness Report Ratings of Overall Performance. The Manpower Ratings, however, resulted in much greater variability (spread) of ratings than was found in Fitness Report Ratings. The Fitness Report System, as it is presently used, is essentially a 2-point rating scale with approximately 95% of all persons receiving a rating of either "Strong" or "Proficient." The Manpower Ratings of Overall Performance provided a middle category between "Strong" and "Proficient" and another between "Strong" and "Outstanding" with the result that each of four categories contained 15% or more of the total group of people who were rated. (Figure 1).

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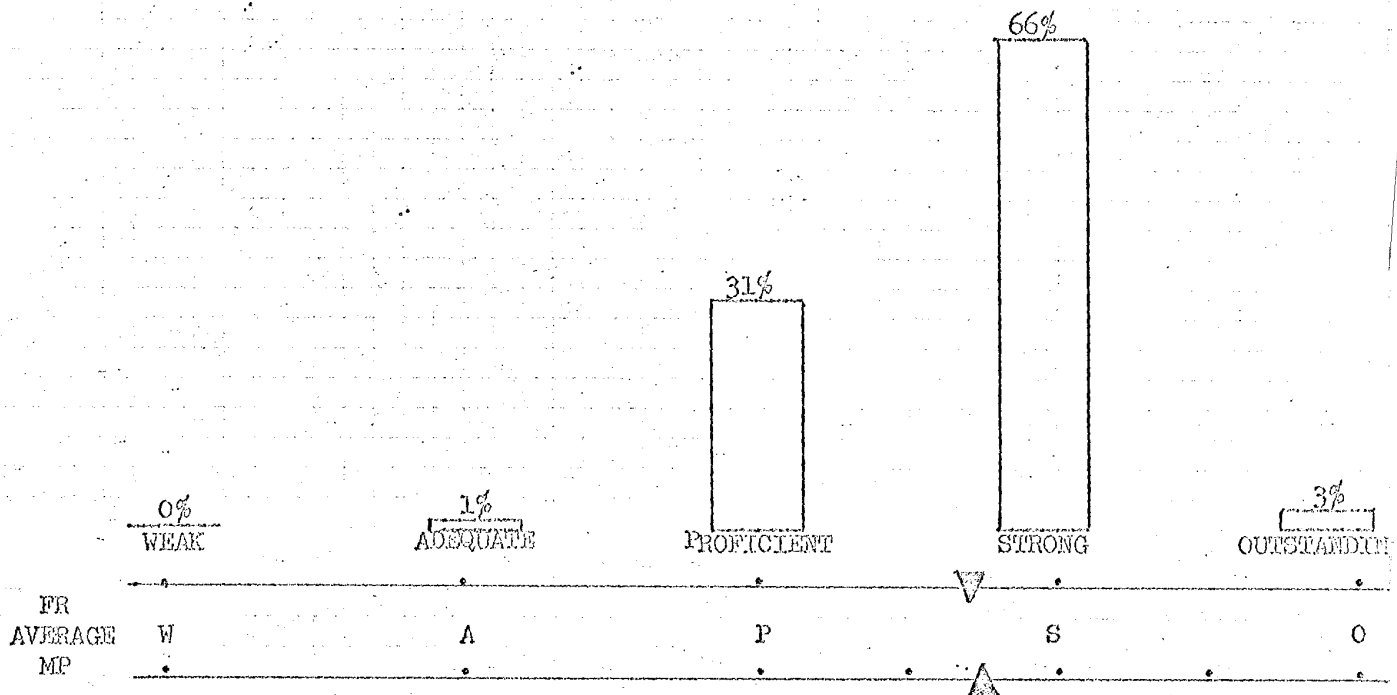
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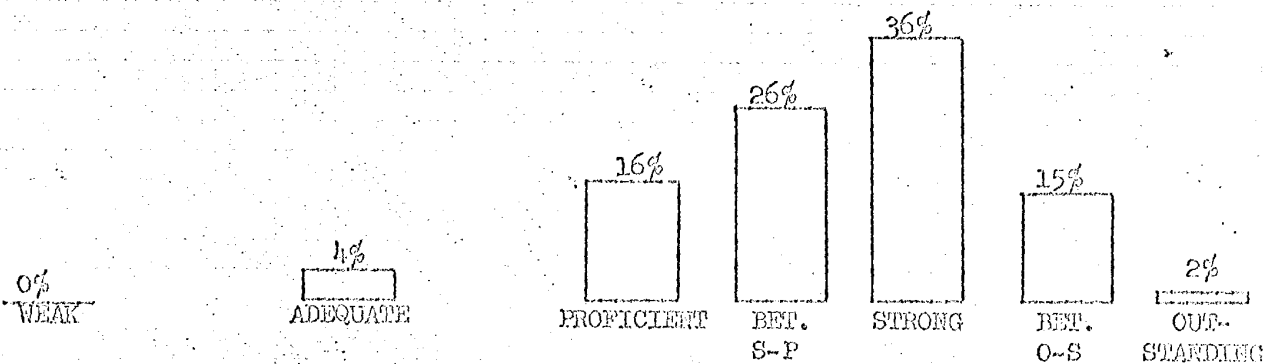
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Figure 1

DISTRIBUTION OF MANPOWER AND FITNESS REPORT
RATINGS OF JOB PERFORMANCE

FITNESS REPORT RATINGS



MANPOWER RATINGS



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SECTION D

COMPARISON OF INTERNAL AND EXTERNAL CAREER TRAINEES ON
PSYCHOLOGICAL TEST SCORES AND SUPERVISORY RATINGS OF JOB
PERFORMANCE AND POTENTIAL

OVERVIEW

Figure 1: Comparison of External and Internal CTs
on Supervisory Ratings of Advancement
Potential

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OVERVIEW

25X1 Groups of ☐ External and ☐ Internal male CTs who EODed during FY63-67 were compared on psychological test characteristics and specially devised supervisory ratings of job performance and potential. With very few exceptions, the average test profiles and supervisory ratings of the two groups looked very nearly identical. One exception noted was that significantly fewer Internal than External CTs (66% vs. 79%) were seen as having the potential to achieve senior-level (GS-15) status within the Agency. (Figure 1).

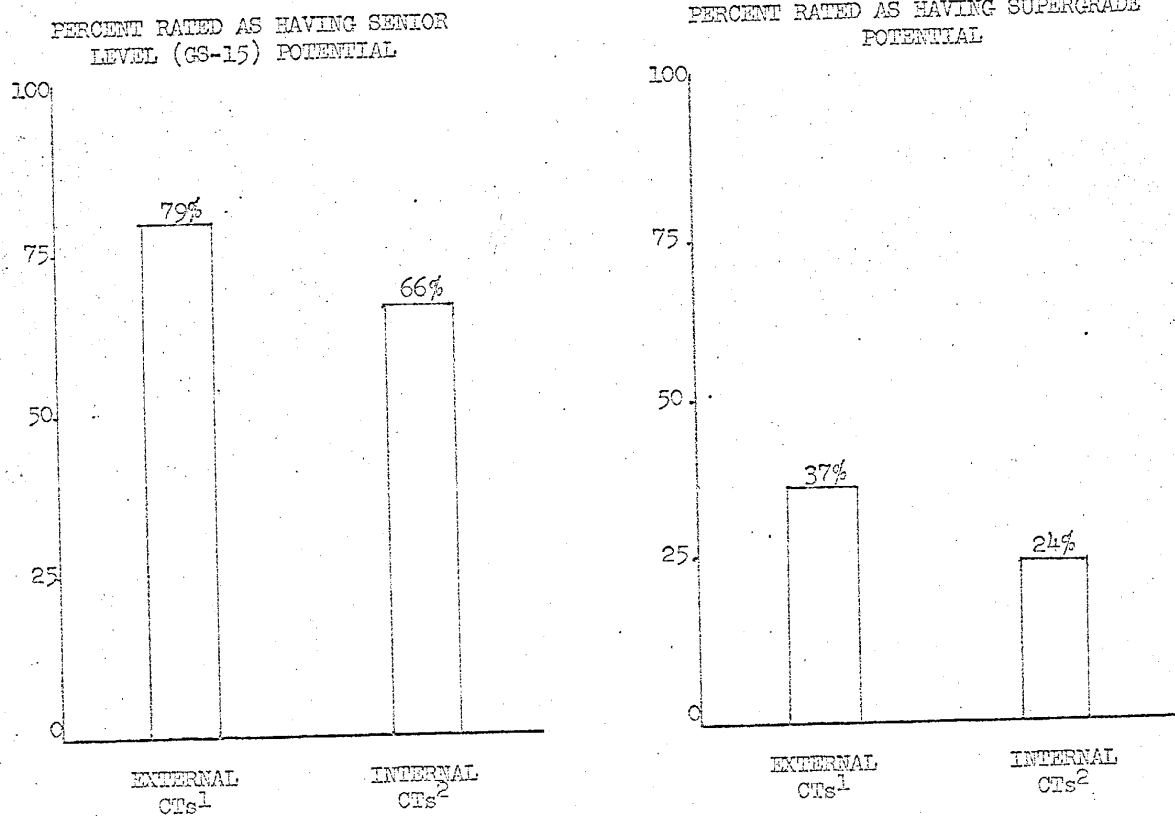
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Figure 1

COMPARISON OF EXTERNAL AND INTERNAL CAREER TRAINEES
ON SUPERVISORY RATINGS OF ADVANCEMENT POTENTIAL



¹Based on [] male CTs who EODed FY1963-67

²Based on [] male CTs who EODed FY1963-67

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SECTION E

RECENT ATTITUDE STUDIES ON CAREER TRAINEES:

- A. AUDIT OF JOB-RELATED ATTITUDES OF ☐ CLANDESTINE
SERVICE CAREER TRAINEES
- B. COMPARISON AMONG AGENCY CAREER TRAINEES, AGENCY
NON-CAREER TRAINEES, AND NON-AGENCY GOVERNMENT
PROFESSIONALS ON EXPRESSED SATISFACTION ON 15
JOB DIMENSIONS

25X1

OVERVIEWS

Figure 1: Job Satisfaction--CTs vs. Non-CTs

Figure 2: Job Satisfaction--CTs vs. Non-Agency
Government Professionals

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OVERVIEWS

A

25X1 ☐ Results from a comprehensive attitude survey given to Clandestine Service-bound CTs at the completion of the Operations Course indicated that this group had serious misgivings about the nature of the job assignment system and the provisions or lack thereof for feedback and evaluation. Although they expressed a high degree of confidence in the management of the CT program, their attitudes towards selected aspects of the training experience were generally mixed. Thus, for example, half of the sample agreed that the training program was often "dull and monotonous" and sizable minorities commented unfavorably on the degree of intellectual stimulation provided by the program (28 percent) and intimated that there should be more on-the-job and less formal training (43 percent). On the other hand, fewer than 10 percent disagreed with the statements "I'm really doing something worthwhile in the training program," and "I can learn a great deal in this program."

25X1 No relationship was found between the favorableness of attitude of trainees and their overall course evaluation in ☐ Finally, a comparison of attitudes of Internal and External CTs in the group suggested that the former view the training experience more positively and expressed greater identification with the Agency than do the latter.

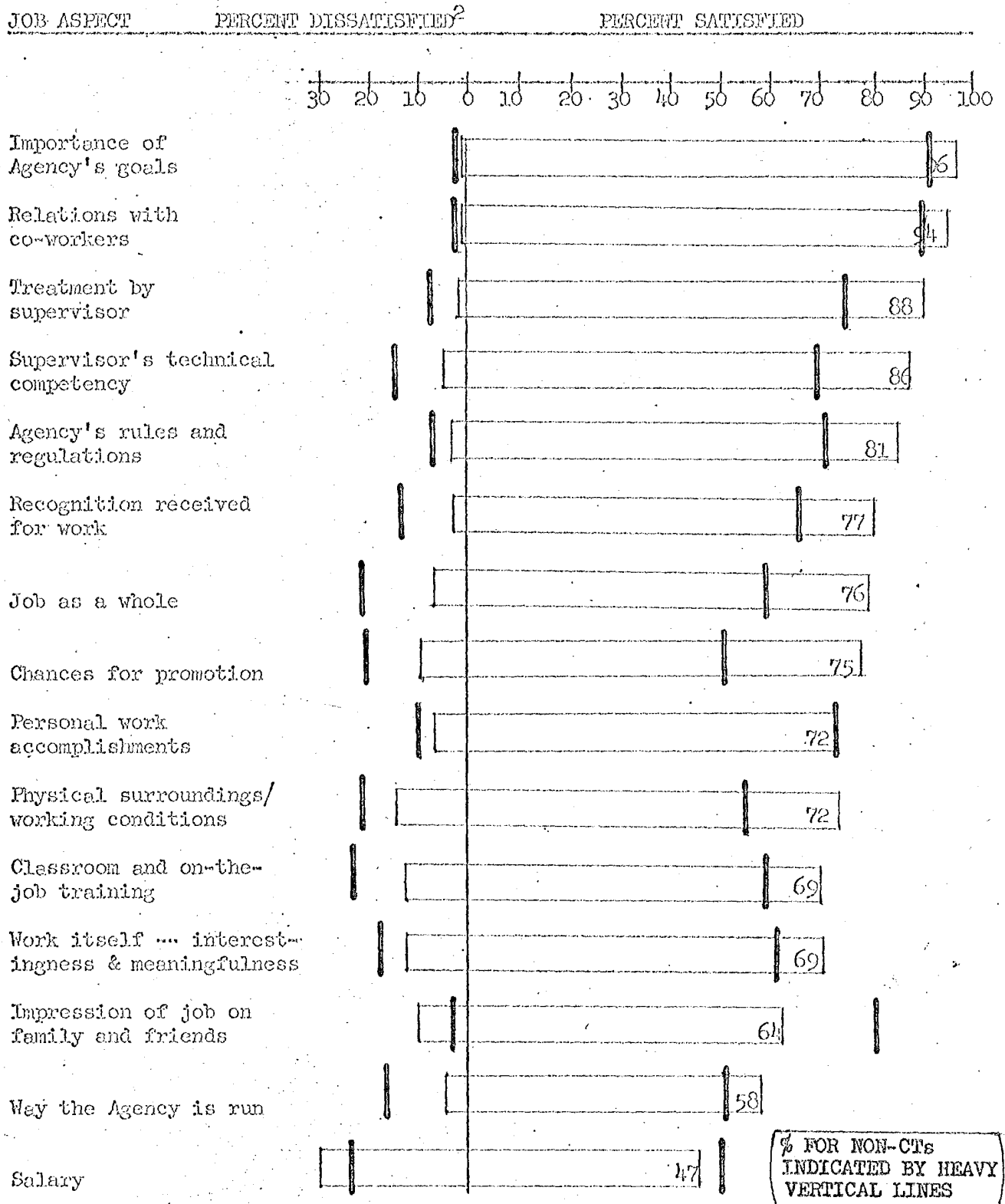
B

The degree of satisfaction expressed on 15 basic job dimensions by ☐ and 2,882 non-Agency Government professionals is compared in accompanying Figures 1 and 2. The three samples consisted of young Government employees who (1) had EODed in FY68; (2) were under age 30 at time of EOD; and (3) whose entry level profession (GS-5 or equivalent or higher) required at least a B.A. 25X1

The CT group tended to express greater job satisfaction than both the non-CT and Government-wide samples. It was noted that 71 percent of the CTs, 35 percent of the non-CTs, and only 13 percent of the non-Agency sample indicated that their long-range career plans were to stay with their present agency.

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PERCENT OF RECENT CAREER TRAINEE SAMPLE¹ EXPRESSING SATISFACTION AND DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



¹The sample consisted of all CTs who entered on duty in FY 1968. Survey data was collected in November 1968.

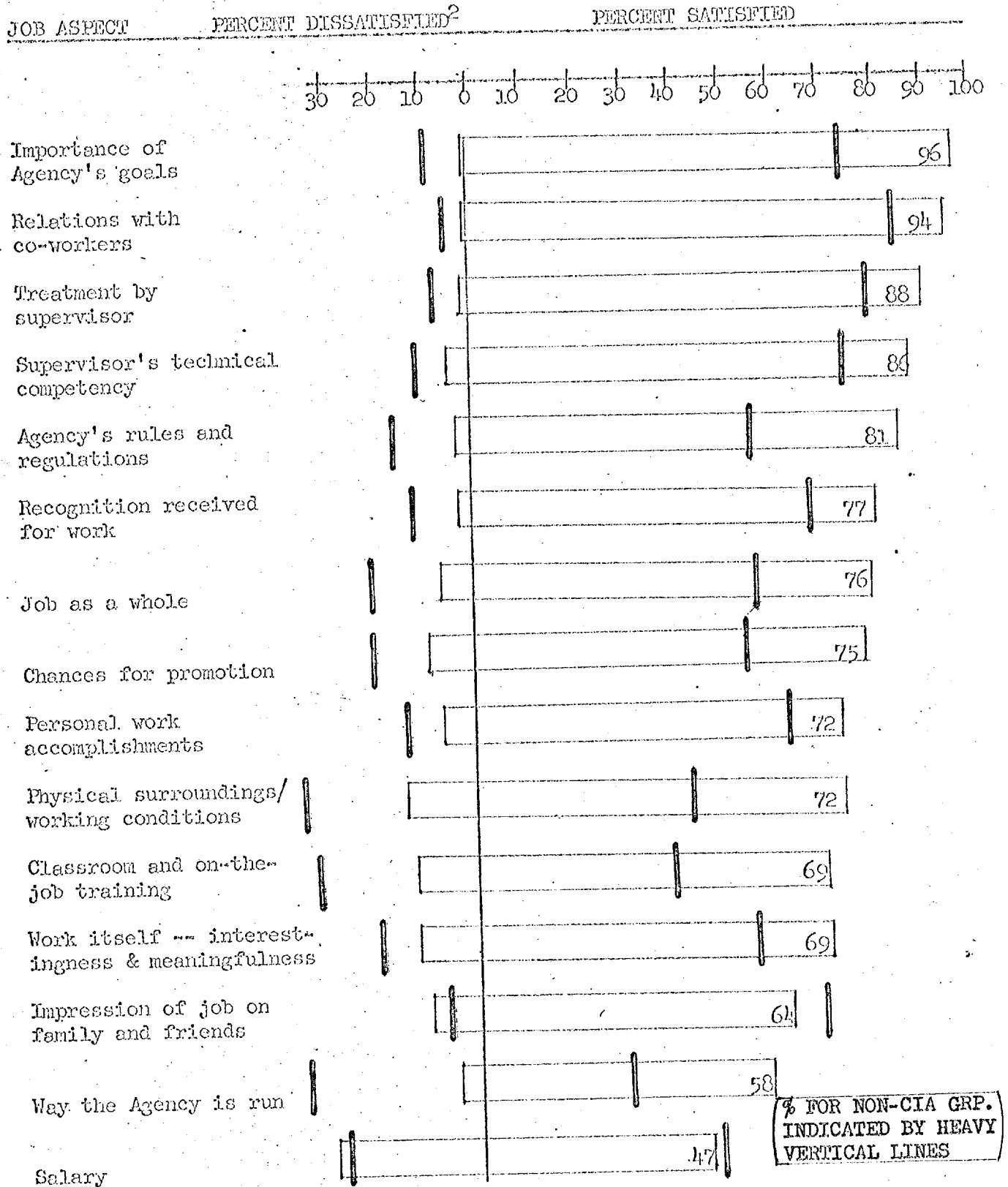
²Does not include percent responding "About as satisfied as dissatisfied."

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Figure 2

CT vs. NON-CIA GROUP

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PERCENT OF REPLY CARDS RECEIVED FROM CTs AND NON-CIA GROUP
DISSATISFACTION WITH VARIOUS ASPECTS OF THEIR JOBS



¹The sample consisted of all CTs who entered on duty in FY 1968. Survey data was collected in November 1968.

²Percent of respondents replying "about as satisfied as dissatisfied."

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SECTION F

25X1 LONGITUDINAL STUDY OF ☐ EARLY CLANDESTINE SERVICE CAREER
TRAINEES---EXPLORATORY RESEARCH ON EARLY IDENTIFICATION OF
TALENTED CTs AND ON CORRESPONDENCE BETWEEN PERFORMANCE
AND REWARD SYSTEMS

OVERVIEW

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OVERVIEW

Promotion history and recent overall Fitness Report ratings of a group of early CTs were studied to determine (1) if early identification of the more talented was possible and (2) if a correspondence between the Agency performance and reward systems could be demonstrated.

25X1 [] male CTs presently serving in the Clandestine Service who had EODed between [] in Grades 7 through 9 were the group studied. 25X1

Based on the results for this limited sample, it was concluded that length of time spent in Grade 11--hypothesized to be an early index of career development--did not predict final grade level achieved or rate of subsequent promotions or most recent overall job performance ratings. Slight but suggestive relationships were found between rate of promotion, a major variable of the reward system, and recent overall performance ratings.